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INTELLIGENCE RESOURCES ADVISORY COMMITTEE

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12-14-73

MEMORANDUM FOR: Intelligence Resources Advisory Committee  
Members  
Chairman, Intelligence Research & Development  
Council  
Deputy to the DCI for the Intelligence Community  
Chairman, Security Committee, USIB

SUBJECT : Implementing Actions for National Foreign  
Intelligence Program Management  
Objectives for FY 1974

1. Following discussions within IRAC, the DCI has approved the attached resource related management objectives. The requirement to work out implementing plans is specified in the introduction to the objectives. These plans should specify actions and tasks to be undertaken, time schedules, and those matters relating to milestones and accomplishments that are to be reported to IRAC. Implementing plans are to be forwarded to the Chairman, IRAC Working Group, by 20 February 1974. Initial quarterly reporting should commence with the second meeting of IRAC in 1974.

2. The responsibilities for drafting implementing plans are as indicated in the attachment.

3. Questions concerning scope and procedures should be referred to [redacted] Chairman of the IRAC Working Group  
[redacted]

[redacted]

Executive Secretary

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Attachment: a/s

cc: USIB Members  
Secretary of the Navy  
Secretary of the Air Force  
Acting Director/INR  
Director, DIA  
Deputy Director, CIA  
Director, NSA

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National Foreign Intelligence Program  
Management Objectives for FY 1974

Introduction

In my memorandum to the President (September 6, 1973) on Objectives for the Intelligence Community, I specified a number of goals which are appropriate for the IRAC context. These goals were concentrated in two paragraphs: C, which dealt with the need for a more efficient use of resources by the Community, and D, which dealt with the need to review the assignment of intelligence functions within the Community to eliminate inefficient, unnecessary or out-moded activities.

Following the President's approval of the 6 September memorandum, these objectives concerned with management and resource matters were translated into a set of more detailed objectives which IRAC reviewed and approved on 5 November.

The next action falls to Program Managers who, working within their respective command channels and with my staff, will be asked to produce implementing plans. These plans should specify actions, tasks to be undertaken, and time schedules in a form which will permit the Program Manager to report quarterly to IRAC on progress and accomplishments.

A. Tasks to be coordinated by IRAC and implemented by Program Managers:

1. Specify plans to apply analytic systems to evaluate the comparative contributions and costs of individual collection, processing and production activities aimed at satisfying national foreign intelligence objectives. (Action: IC Staff)

2. Review national intelligence R&D programs to explore new directions and techniques in both the hard and soft sciences, to identify technological gaps and resource deficiencies, to eliminate unnecessary duplication of effort, and to provide the appropriate transfer of technology across program and organizational boundaries. (Action: R&D Council as an IRAC subcommittee)

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3. Seek more efficient compartmentation procedures. (Action: USIB Security Committee)

4. Develop a system establishing an annual financial plan against which Program Managers can report to IRAC quarterly on current expenditures and pertinent management actions. (Action: IRAC W/G)

5. Explore the feasibility of achieving greater resource flexibility across program lines and recommend specific actions to obtain such flexibility. (Action: IRAC W/G)

6. Identify and provide improvements in inter-agency sharing and mutual assistance in logistics, training, communications, data processing, and administrative techniques. (Action: IRAC W/G)

7. Develop a program of resource-related studies to guide management for the current and future program years. (Action: IRAC W/G)

B. Tasks for which ASD(I) has the primary coordinating responsibility:

1. Review DOD efforts to formulate recommendations which:

(a) Identify and eliminate unnecessary overlap or duplication between activities primarily serving national requirements and those primarily serving tactical requirements.

(b) Develop systematic interchange of product to serve both national and tactical intelligence purposes.

2. Monitor contingency plans for manpower reductions for FY 1974-1978 within the Department of Defense intelligence programs, and in concert with the DCI and USIB assess the impact of such reductions on intelligence capabilities.

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3. Increase the usefulness and efficiency of the Community On-Line Intelligence Exchange System (COINS) through measures such as a planned sequence of funding and the acquisition of advanced equipment compatible with the overall system and the introduction of a qualitative selection of accessible files.

C. Tasks for which the Program Managers have the primary responsibility:

1. Develop and implement annual program and periodic review procedures to examine programs and projects against clearly stated objectives reflecting levels of priority and measure progress toward such objectives.

2. Develop and implement evaluation and audit procedures which will identify for program and budget decisions the proposed current and past balances between resources required and the value of the output of individual programs. (Action: IRAC W/G)

3. Develop career management objectives and procedures within the context of departmental guidance.

4. Develop criteria for measuring productivity and plans for enhancing it.

5. Promote research and development programs in technical systems, remote control techniques, etc., which could lead to cost-effective manpower savings.